

Paper - I

Administrative Theory

1. Introduction: Meaning, scope and significance of Public Administration; Wilson's vision of Public Administration; Evolution of the discipline and its present status; New Public Administration; Public Choice approach; Challenges of liberalization, Privatisation, Globalisation; Good Governance: concept and application; New Public Management.

2. Administrative Thought: Scientific Management and Scientific Management movement; Classical Theory; Weber's bureaucratic model – its critique and post-Weberian Developments; Dynamic Administration (Mary Parker Follett); Human Relations School (Elton Mayo and others); Functions of the Executive (C.I. Barnard); Simon's decision-making theory; Participative Management (R. Likert, C. Argyris, D. McGregor).

3. Administrative Behaviour: Process and techniques of decision-making; Communication; Morale; Motivation Theories – content, process and contemporary; Theories of Leadership: Traditional and Modern.

4. Organisations: Theories – systems, contingency; Structure and forms: Ministries and Departments, Corporations, Companies, Boards and Commissions; Ad hoc and advisory bodies; Headquarters and Field relationships; Regulatory Authorities; Public - Private Partnerships.

5. Accountability and control: Concepts of accountability and control; Legislative, Executive and Judicial control over administration; Citizen and Administration; Role of media, interest groups, voluntary organizations; Civil society; Citizen's Charters; Right to Information; Social audit.

6. Administrative Law: Meaning, scope and significance; Dicey on Administrative law; Delegated legislation; Administrative Tribunals.

7. Comparative Public Administration: Historical and sociological factors affecting administrative systems; Administration and politics in different countries; Current status of Comparative Public Administration; Ecology and administration; Riggsian models and their critique.

8. Development Dynamics: Concept of development; Changing profile of development administration; 'Antidevelopment thesis'; Bureaucracy and development; Strong state versus the market debate; Impact of liberalisation on administration in developing countries; Women and development - the self-help group movement.

9. Personnel Administration: Importance of human resource development; Recruitment, training, career advancement, position classification, discipline, performance appraisal, promotion, pay and service conditions; employer-employee relations, grievance redressal mechanism; Code of conduct; Administrative ethics.

10. Public Policy: Models of policy-making and their critique; Processes of conceptualisation, planning, implementation, monitoring, evaluation and review and their limitations; State theories and public policy formulation.

11. Techniques of Administrative Improvement: Organisation and methods, Work study and work management; e-governance and information technology; Management aid tools like network analysis, MIS, PERT, CPM.

12. Financial Administration: Monetary and fiscal policies; Public borrowings and public debt Budgets - types and forms; Budgetary process; Financial accountability; Accounts and audit.

Paper - II

Indian Administration

1. Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration - Indianization of public services, revenue administration, district administration, local self-government.

2. Philosophical and Constitutional framework of government: Salient features and value premises; Constitutionalism; Political culture; Bureaucracy and democracy; Bureaucracy and development.

3. Public Sector Undertakings: Public sector in modern India; Forms of Public Sector Undertakings; Problems of autonomy, accountability and control; Impact of liberalization and privatization.

4. Union Government and Administration: Executive, Parliament, Judiciary - structure, functions, work processes; Recent trends; Intragovernmental relations; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Commissions; Attached offices; Field organizations.

5. Plans and Priorities: Machinery of planning; Role, composition and functions of the Planning Commission and the National Development Council; 'Indicative' planning; Process of plan formulation at Union and State levels; Constitutional Amendments (1992) and decentralized planning for economic development and social justice.

6. State Government and Administration: Union-State administrative, legislative and financial relations; Role of the Finance Commission; Governor; Chief Minister; Council of Ministers; Chief Secretary; State Secretariat; Directorates.

7. District Administration since Independence: Changing role of the Collector; Unionstate-local relations; Imperatives of development management and law and order administration; District administration and democratic decentralization.

8. Civil Services: Constitutional position; Structure, recruitment, training and capacity-building; Good governance initiatives; Code of conduct and discipline; Staff associations; Political rights; Grievance redressal mechanism; Civil service neutrality; Civil service activism.

9. Financial Management: Budget as a political instrument; Parliamentary control of public expenditure; Role of finance ministry in monetary and fiscal area; Accounting techniques; Audit; Role of Controller General of Accounts and Comptroller and Auditor General of India.

10. Administrative Reforms since Independence: Major concerns; Important Committees and Commissions; Reforms in financial management and human resource development; Problems of implementation.

11. Rural Development: Institutions and agencies since independence; Rural development programmes: foci and strategies; Decentralization and Panchayati Raj; 73rd Constitutional amendment.

12. Urban Local Government: Municipal governance: main features, structures, finance and problem areas; 74th Constitutional Amendment; Globallocal debate; New localism; Development dynamics, politics and administration with special reference to city management.

13. Law and Order Administration: British legacy; National Police Commission; Investigative agencies; Role of central and state agencies including paramilitary forces in maintenance of law and order and countering insurgency and terrorism; Criminalisation of politics and administration; Police- public relations; Reforms in Police.

14. Significant issues in Indian Administration: Values in public service; Regulatory Commissions; National Human Rights Commission; Problems of administration in coalition regimes; Citizen-administration interface; Corruption and administration; Disaster management.